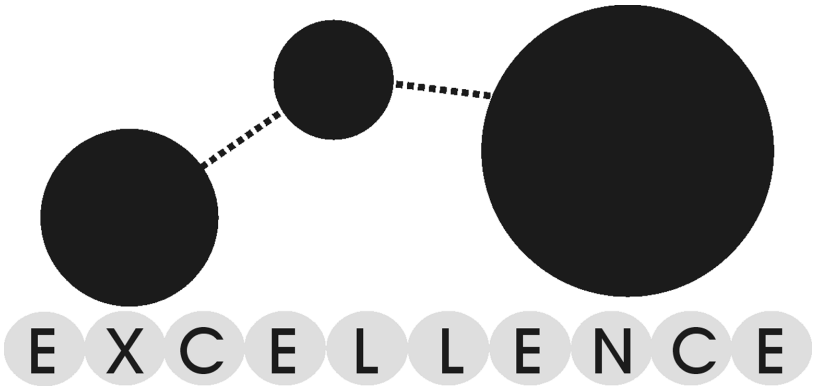
STATE OF MARYLAND
DEPARTMENT OF HUMAN RESOURCES

ORGANIZATIONAL DEVELOPMENT GUIDE



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INTRODUCTION

DHR ORGANIZATIONAL DEVELOPMENT AND PERFORMANCE EXCELLENCE

"Organizational Development" is the field of study and practice that focuses on various aspects of organizational life, aspects that include culture, values, systems, and behavior. The goal of organizational development is to increase organizational effectiveness through planned interventions in the organization's processes or operations.

"Performance Excellence" represents the results achieved through organizational development initiatives. Performance excellence criteria represent a systematic way to evaluate whether organizational development initiatives are working and at what level.

The DHR Organizational Development Guide provides an overview of the organizational development initiatives being undertaken at DHR. In following the DHR Management Model, the components, relationships between the components, and a current status of DHR initiatives within each component is explained, providing a roadmap for meeting the goal of becoming a high performance organization.

The Guide can be used to orient new managers to DHR organizational development initiatives and as a reference for day-to-day operations. Establishing an organizational development perspective helps us initiate, sustain, and maintain our organizational development and performance excellence efforts. A glossary of organizational development and performance excellence terms is included. The guide complements the Organizational Development/Performance Excellence website on the DHRNet (www.dhrnet.dhr/planning/index.htm).

This Guide will be maintained and updated by the Office of the Deputy Secretary for Planning as part of its responsibility for oversight of the Department's organizational development efforts. As we grow as an organization, so too will the Guide, providing new management tools to accomplish our goal of becoming a high performance organization.